

GEORGIA INSTITUTE OF TECHNOLOGY
OFFICE OF CONTRACT ADMINISTRATION
SPONSORED PROJECT INITIATION

no
action
by

Date: July 26, 1976

Project Title: Economic Development Technical Assistance to Stimulate Community Improvement

Project No: B-472

Project Director: Mr. W. G. Dodson

Sponsor: Coastal Plains Regional Commission; Charleston, South Carolina 29401

Agreement Period: From June 4, 1976 Until December 3, 1977 (Grant Term)

Type Agreement: Grant # 10640038

Amount: \$30,000

Reports Required: Quarterly Progress Reports; Final Report

Sponsor Contact Person (s):

Technical Matters

Contractual Matters
(thru OCA)

O. M. Wellslager, Jr.
Coastal Plains Regional Commission
215 East Bay Street
Charleston, South Carolina 29401
Phone: (803) 723-5326

Defense Priority Rating: None

Assigned to: Economic Development ~~X~~ School/Laboratory

COPIES TO:

Project Director
Division Chief (EES)
School/Laboratory Director
Dean/Director-EES
Accounting Office
Procurement Office
Security Coordinator (OCA)
Reports Coordinator (OCA)

Library, Technical Reports Section
Office of Computing Services
Director, Physical Plant
EES Information Office
Project File (OCA)
Project Code (GTRI)
Other

GEORGIA INSTITUTE OF TECHNOLOGY
OFFICE OF CONTRACT ADMINISTRATION
SPONSORED PROJECT TERMINATION

Date: March 27, 1978

Project Title: Economic Development Technical Assistance to Stimulate Community Improvement

Project No: B-472

Project Director: Mr. W. G. Dodson

Sponsor: Coastal Plains Regional Commission; Charleston, SC 29401

Effective Termination Date: 3/21/78

Clearance of Accounting Charges: 3/31/78

Grant/Contract Closeout Actions Remaining:

- ☒ Final Invoice and Closing Documents (Final Financial Summary)
~~Final Fiscal Report~~
☐ Final Fiscal Report
☐ Final Report of Inventions
☐ Govt. Property Inventory & Related Certificate
☐ Classified Material Certificate
☐ Other _____

Assigned to: Technology & Development Laboratory (School/Laboratory)

COPIES TO:

Project Director
Division Chief (EES)
School/Laboratory Director
Dean/Director—EES
Accounting Office
Procurement Office
Security Coordinator (OCA) ✓
Reports Coordinator (OCA)

Library, Technical Reports Section
Office of Computing Services
Director, Physical Plant
EES Information Office
Project File (OCA)
Project Code (GTRI)
Other _____

B 472



ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE OF TECHNOLOGY • ATLANTA, GEORGIA 30332

Economic Development Laboratory

September 20, 1976

Mr. O. M. Wellslager, Jr.
Industrial Development Program Director
Coastal Plains Regional Commission
215 East Bay St.
Charleston, SC 29401

Subject: Progress Report on Grant No. 10640038

Dear Zeke:

Attached in triplicate is our first progress report covering the period of June 6, 1976 through August 31, 1976. Completion of this report had to wait the availability of cost data covering the period, which was not received until September 10.

If you desire additional information beyond that in the report, contact me at (404) 894-3852.

Sincerely,

Winfred G. Dodson,
Head, Urban Development Services

Attachments

cc: Mr. William C. Ward
B-472 File,

QUARTERLY PROGRESS REPORT TO:

COASTAL PLAINS REGIONAL COMMISSION

Charleston, South Carolina

By

Industrial Development Division
ECONOMIC DEVELOPMENT LABORATORY
ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA

September 1976

improvements as well are tape-recorded for later use in writing evaluation reports. Edited transcriptions of these tapes indicate to community leaders specific instances, by geographic location, of problems in physical appearance and in other aspects and are used by them as a guide to community improvement. One participating community recently used its report to carry out a city-wide clean-up campaign and to spot locations where new street name signs were needed. A copy of the inspection report for each city is attached to its evaluation report. Data on seven cities have been transcribed.

PREPARATION OF EVALUATION REPORTS. Evaluation reports are prepared on each city failing to achieve certification. These reports cover both positive and negative aspects of the community, and point out to its leadership the overall strengths of their city's economic development efforts as a point of departure for working on those problems preventing certification.

The purpose of this approach is to motivate local leadership to solve those remaining problems so that the city can be certified. Oftentimes, city officials fail to realize that they have already accomplished much in terms of improvements and that those same resources which provided existing improvements can be employed to overcome existing problems and attain certification. This method of motivation has proved effective and several communities have "Follow-up" programs underway based on the proposed work program contained in the evaluation report.

Reports are generally presented to the city council following a preliminary review with the mayor and city manager. Presentations are carried out through the field staffs of the three co-sponsors. To date, nine of thirteen reports have been written, and local presentations have been made on three. One city, Waycross, is using its report as the basis for a city-wide improvement program.

CERTIFIED CITY "FOLLOW-UP" PROGRAMS. Currently six cities are continuing to carry out their "Follow-up" programs in addition to cities just entering this phase from last year's program. The EDL field office staff is working with local leaders of these communities to assist them in eliminating those deficiencies preventing certification. One city is reportedly ready for certification, having eliminated the identified deficiencies. Most cities achieving certification do so through the "Follow-up" program.

JOINT CO-SPONSOR STAFF MEETING. In July the staffs of the program's three sponsoring organizations met jointly to review the past year's progress and

to plan and coordinate efforts for the coming year. The State Coordinator of the Coastal Plains Regional Commission attended the meeting.

ANNUAL REVISION OF THE CIVIC PROGRESS STANDARDS. The bulk of a city's certification grade is attained by grading of the Certified City Questionnaire in the Civic Progress Standards (the remainder of its score comes from the on-site inspection). Each year the Standards are revised in light of feedback from community leaders, field staff personnel, state officials and others involved in the process.

Periodically, due to changing state and federal legislation it becomes necessary to undertake a major revision of the Standards. This year we are undertaking a major revision in conjunction with the co-sponsors. The revision is currently underway, and it is anticipated that it will be completed for publication in October at which time it will be distributed to the 27 first-year participating cities now in the 1976-77 program, and to Area Planning and Development Commission staffs.

CERTIFIED CITY COLOR SLIDE PRESENTATION. A 14-minute 35mm color slide presentation is currently in preparation for the October program of the Georgia Industrial Developers Association. This slide presentation, to be seen by developers from all over Georgia, will be augmented by a testimonial from a developer in a Certified City who will explain what certification has meant to his city's development program. At a later date, the slide presentation will be modified for showing to cities which might become involved in the program.

FUNDS EXPENDED. The following funds were expended during the period.

Budget	\$30,000.00
Expended	4,817.43
Free Balance	\$25,182.57



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December 15, 1976

Mr. O. M. Wellslager, Jr.
Industrial Development Program Director
Coastal Plains Regional Commission
215 East Bay Street
Charleston, SC 29401

Subject: Progress Report on Grant No. 10640038

Dear Zeke:

Attached in triplicate is our second progress report covering the period of September 1, 1976, through November 30, 1976. Completion of this report had to await the availability of cost data covering the period, which was not received until December 10.

If you desire additional information beyond that in the report, please contact me at (404) 894-3852.

Sincerely,

Winfred G. Dodson, Head
Urban Development Services

WGD:jes

Attachments

cc: Mr. William C. Ward, Jr.
Mr. John Overstreet
B-472 File ✓

QUARTERLY PROGRESS REPORT TO:

COASTAL PLAINS REGIONAL COMMISSION

Charleston, South Carolina

By

Industrial Development Division
ECONOMIC DEVELOPMENT LABORATORY
ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA

December 1976

PROGRESS REPORT ON GEORGIA CERTIFIED CITY PROGRAM

GRANT NUMBER 10640038

During the period September 1, 1976, to November 30, 1976, the following activities were carried out under the Commission's grant for the purpose of assisting Georgia cities to improve their economic development potential.

Evaluation Reports. Evaluation reports are written annually on each community failing to achieve certification. This year, 11 reports were written, seven for cities in the Coastal Plains area, and this phase of the program is now completed. Field staff personnel are currently meeting with the leadership of each community to implement follow-up programs. Four communities in the 1975-1976 program already have their follow-up programs underway and are using them as the basis for city-wide improvement efforts.

Annual Revision of the Civic Progress Standards. Each year, the Standards are revised in light of feedback from community leaders, field staff personnel, and state officials. Periodically, new state and/or federal legislation make it necessary to undertake a major revision. This year such a revision was completed. The revised Standards are scheduled for printing in December, with distribution to participating cities, sponsors, and Georgia APDCs scheduled for early January. The programs scoring system was also revised to reflect changes in the Standards.

Certified City Color Slide Presentation. A 14-minute, sound, 35mm color slide presentation telling of the program's benefits was presented on October 11 to developers from all over Georgia. While much of the slide presentation was undertaken by the Georgia Power Company, EDL staff participated in the final product. The presentation was accompanied by a testimonial from a developer from a Certified City who explained what certification has meant to his city's development program. This presentation is being modified for use in a week-long Georgia Tech display to be put on at Atlanta's World Congress Center.

Application Under 1977-78 Program. The current year's program (1976-77) has been underway since July, and was filled to capacity before the program year began. However, because of the demand by cities to participate, we are currently accepting applications for the 1977-78 program year which begins next July. Currently, there are 46 cities participating in all phases of the program, and 34 of these are in the Coastal Plains area.

1976-77 Program Underway. Preliminary meetings between field staff personnel and community leaders have been carried out for this program year. These meetings serve a dual purpose. First, they permit organization of a Certified City Action Committee; and second, they provide for a preliminary on-site inspection of the community, similar to the actual inspection conducted later as part of the city's program participation. In this way, communities are permitted an early review of their appearance problems so that there is opportunity for solution prior to the actual inspection. Action Committee organization at this time permits early development of a division of labor regarding completion of the questionnaire.

Funds Expended. The following funds were expended during the period.

Budget	\$30,000.00
Expended During Previous Period	4,817.43
Expended During Reporting Period	5,060.80
Total Expended	<u>9,878.23</u>
Free Balance	\$20,121.77



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B472

Economic Development Laboratory
March 16, 1977

Mr. O. M. Wellslager, Jr.
Industrial Development Program Director
Coastal Plains Regional Commission
215 East Bay Street
Charleston, SC 29401

Subject: Progress Report on Grant No. 10640038

Dear Zeke:

Attached in triplicate is our ^{THIRD} ~~second~~ progress report covering the period of December 1, 1976, through February 28, 1977. Completion of this report had to await the availability of cost data covering the period, which was not received until March 14.

If you desire additional information beyond that in the report, please contact me at (404)894-3852.

Sincerely,

Winfred G. Dodson, Head
Urban Development Services

Attachments

cc: Mr. William C. Ward, Jr.
Mr. John Overstreet
LE-472 File

QUARTERLY PROGRESS REPORT TO:
COASTAL PLAINS REGIONAL COMMISSION
Charleston, South Carolina

By
Industrial Development Division
ECONOMIC DEVELOPMENT LABORATORY
ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA

March 1977

PROGRESS REPORT ON GEORGIA CERTIFIED CITY PROGRAM

GRANT NUMBER 10640038

During the period December 1, 1976 to February 28, 1977, the following activities were carried out under the Commission's grant for the purpose of assisting Georgia cities to improve their economic development potential.

Civic Progress Standards Printed and Distributed -- The Certified City Program questionnaire Civic Progress Standards was printed and distributed in early January. One hundred copies of the 66-page questionnaire were printed. Fifty-two copies were mailed to the Program's 26 participating first-year cities. Additional copies were sent to program sponsors, to area planning and development commission staffs, to state level personnel involved with ARC and CPRC and to the Commission staffs themselves. Questionnaires are to be returned for grading by March 15.

Sponsors Meeting Held -- On February 9 the Certified City sponsors met to review the current year's program and to coordinate recruiting efforts for the 1977-78 program.

Visual Inspections -- During the period on-site, or visual, inspections were conducted in 14 communities, 11 of these were located in the CPRC area.

Assistance to Follow-Up Communities -- During the period the Atlanta and Area Office staffs continued to render assistance to communities involved in the two-year Follow-Up Program. Currently there are 19 cities involved in this phase of the program, and 14 of these are located in the CPRC area.

Funds Expended -- The following funds were expended during the period.

Budget	\$30,000.00
Expended During Previous Periods	9,878.23
Expended During Reporting Period	3,793.04
Total Expended	<u>13,671.27</u>
Free Balance	\$16,328.73

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ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE OF TECHNOLOGY • ATLANTA, GEORGIA 30332

Technology and Development Laboratory

June 20, 1977

Mr. O. M. Wellslager, Jr.
Industrial Development Program Director
Coastal Plains Regional Commission
215 East Bay Street
Charleston, South Carolina 29401

Subject: Progress Report on Grant No. 10640038

Dear Zeke:

Attached in triplicate is our fourth progress report covering the period of March 1 through May 31. Completion of this report had to await the availability of cost data covering the period, which was not received until recently.

If you need additional information beyond that in the report, please contact me at (404)894-3852.

Sincerely,

Winfred G. Dodson
Head, Urban Development Services

cc: R. B. Cassell
John M. Overstreet
William C. Ward, Jr.
✓B-472 File

QUARTERLY PROGRESS REPORT TO:
COASTAL PLAINS REGIONAL COMMISSION
Charleston, South Carolina

By
Industrial Development Division
Technology and Development Laboratory
ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE OF TECHNOLOGY

June 1977

PROGRESS REPORT ON GEORGIA CERTIFIED CITY PROGRAM

Grant Number 10640038

During the period March 1 to May 31, the following activities were carried out under the commission's grant for the purpose of assisting Georgia cities to improve their economic development potential.

Grading of the Civic Progress Standards -- The Certified City Program questionnaire Civic Progress Standards was distributed to participating first-year cities in early January. Questionnaires were due back in our offices for grading by March 15. Twenty-seven (27) first-year cities had entered the 1976-77 program, and all of these were sent copies of the questionnaires. Twenty (20) cities, or 74%, completed their participation by filling out and returning their questionnaires, 17 of these are located in the Georgia Coastal Plains area. These communities are:

Bainbridge	Fitzgerald	Morrow
Blakely	Folkston	Thomaston
Cairo	Fort Gaines	Thomasville
Claxton	Hawkinsville	Tifton
College Park	Milledgeville	Vidalia
		Vienna

Blakely, Cairo and College Park are due for recertification this year.

Grading responsibility was carried out by four members of the professional staff, and was completed by late May. The four staff members conducted a joint meeting to review their recommendations and to begin drafting the annual report to the Sponsors. The report will be ready in early June and a Sponsors meeting will be held in mid-June to vote on certification.

Visual Inspections -- During the period on-site, or visual, inspections were carried out in those communities which had not been inspected during the previous reporting period. Between December and February inspections were carried out in 11 CPRC communities; and during the current period, inspections were carried out in the remaining communities, including those in the second and final year of the Follow-Up Program.

Assistance to Follow-Up Communities -- Twenty (20) cities are in the current Follow-Up phase of the program, with runs for two (2) years following a city's initial year in the program. Those in the second year are given emphasis since it is their last year to qualify for certification, having failed to qualify their first two years in the program. Follow-up cities in the CPRC area are:

Alma (2nd year)	Nashville
Buena Vista	Peachtree City (2nd year)
Cordele (2nd year)	Pelham
Dalton (2nd year)	Riverdale
Douglas	Swainsboro
Lincolnton (2nd year)	Waycross
Louisville	Wrens

New Entries In the 1977-78 Program -- Cities are already entering the coming year's program which officially begins July 1. To date 12 Georgia communities have entered and 8 of these are in the CPRC area. Coastal Plain communities are listed below.

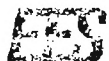
Ashburn	Sandersville
Forsyth	Smyrna
Hinesville	Sparta
Jesup	Waynesboro

Hinesville is up for recertification, while Jesup is entered to improve its certification rating to that of Superior.

Funds Expended -- The following funds were expended during the period:

Budget	\$30,000.00
Expended during previous periods	13,671.27
Expended during reporting period	3,579.16
Encumbered during period	25.88
Total expended	<u>17,250.43</u>
Free balance	\$12,723.69

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ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE OF TECHNOLOGY • ATLANTA, GEORGIA 30332

Technology and Development Laboratory

September 23, 1977

Mr. O. M. Wellslager, Jr.
Industrial Development Program Director
Coastal Plains Regional Commission
215 East Bay Street
Charleston, SC 29401

Subject: Progress Report on Grant No. 10640038

Dear Zeke:

Attached in triplicate, is our fifth progress report covering the period of June 1 through August 31. Completion of this report had to await the availability of cost data covering the period, which was not received until recently.

If you need additional information beyond that in the report, please contact me at (404) 894-3852.

Sincerely,

Winfred G. Dodson
Head, Urban Development Services

Attachments

cc: R. B. Cassell
John M. Overstreet
William C. Ward, Jr.
D. I. Willmer
B-472 File

QUARTERLY PROGRESS REPORT TO:
COASTAL PLAINS REGIONAL COMMISSION
Charleston, South Carolina

By
Economic Development Division
Technology and Development Laboratory
ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE OF TECHNOLOGY
September 1977

PROGRESS REPORT ON GEORGIA CERTIFIED CITY PROGRAM

During the period June 1 to August 31, the following activities were carried out under the commission's grant for the purpose of assisting Georgia cities to improve their economic development potential.

Grading and Evaluation of Cities in 1976-77 Program -- Twenty-three cities were evaluated during the program year. Evaluations involved on-site inspections in the community, as well as questionnaire grading. Inspections included 20 "first year" cities and three communities in the Follow-Up Program. Coastal Plains communities involved are:

Bainbridge	Fitzgerald	Morrow
Blakely	Folkston	Thomaston
Cairo	Fort Gaines	Thomasville
Claxton	Hawkinsville	Tifton
College Park	Milledgeville	Vidalia
		Vienna

The cities of Blakely, Cairo and College Park are due for recertification this year.

The evaluation process was completed in early June, following detailed checks with pertinent state agencies regarding environmental compliance, and a memorandum of recommendations on certification was prepared for the co-sponsors, Georgia Power Company's Community Development Department and the Georgia Municipal Association. The annual Sponsors Meeting was held on June 15. A copy of the meeting agenda and memorandum are attached. Five cities were recommended for certification and approved by the sponsors. Three additional cities were recommended and approved for Special Recognition. The five communities, all in the Coastal Plains area, to be certified are:

Alma	Pelham
Carrollton	Thomasville
Morrow	

Carrollton was up for recertification. The remaining four cities were certified for the first time. Special Recognition Certificates were awarded to Macon for its economic development program; to Milledgeville for its community-wide participation in carrying out its Certified City Program and to Thomaston for its promotional brochure, "Thomaston/Upson County". Each year selected cities are recommended for a Special Recognition Certificate where it is seen through the Certified City evaluation process that a participating community is doing an outstanding job in a particular area. Cities failing to achieve certification were recommended for the Follow-Up Program. Coastal Plains communities recommended for follow-up, which continues for the next two years and provides a city the opportunity to continue toward certification, are:

Blakely	Folkston	Tifton
Cairo	Fort Gaines	Thomaston
Claxton	Hawkinsville	Vidalia
College Park	Macon	Vienna
Fitzgerald	Milledgeville	

Blakely, Cairo and College Park failed to qualify for recertification, and are currently undertaking the necessary Follow-Up Program to retain their certifications. Cairo was originally certified in 1967, and recertified in 1972. Several Coastal Plains cities in the third, and final year of the Follow-Up Program did not eliminate those deficiencies preventing certification and, therefore, could not be certified. They had completed the allotted three years and were automatically phased out.

Cordele	Peachtree City
Lincolnton	Swainsboro

Cordele failed to make required improvements to its sewage system. Lincolnton failed to improve its fire protection; to develop a sanitary landfill; to develop various codes; to institute a zoning ordinance and to institute improvements to its economic development program. Peachtree City failed to institute a housing code. Swainsboro failed to improve its code enforcement and substandard housing situation; and to improve its overall community appearance.

Notification and Awards Presentation -- Following completion of the June Sponsors Meeting, all participating cities were notified by phone of the results of their evaluations. Each first year city failing to attain certification would also receive a written report reviewing its situation and setting forth a follow-up program to overcome those deficiencies preventing certification. After notification, details were finalized for the recognition of participating cities at the Georgia Municipal Association. Annual Meeting in July and for the actual presentation of certification awards later on in each city. A statewide press release was prepared for each city and its distribution timed to coincide with the initial announcement at the Municipal Association Meeting. Information was distributed to those cities achieving certification describing how to advertise their certification. Those first-year cities failing to become certified received Recognition Certificates for their interest in improving their economic development potential.

Evaluation Reports and Follow-Up Programs -- Fourteen cities failed to achieve certification. In general, the deficiencies causing failure were insufficient sewage treatment plant capacity; or otherwise failing to meet state environmental protection requirements; long overdue, uncollected taxes; deficient economic development program, unscreened, or uncontrolled junkyards; operating an open dump; and fire and police protection. With one exception, all cities failing to qualify, failed because of deficiencies in more than one one area. To date, all evaluation reports have been written and approximately half of these have been presented to the community. When an evaluation report has been received by a participant, it is reviewed by a field representative of one of the three co-sponsors with an official from the community. After it has been reviewed, and the proposed work program mutually agreed upon, the follow-up phase begins. Currently, we have this part of the year's work about half-completed.

1977-78 Program Underway -- Thirteen cities from the Georgia Coastal Plains have entered the current year's program, which began July 1. Those with a "*" are due for recertification.

Ashburn	Jesup	Waynesboro
Athens	Sandersville	McDonough
Forsyth	Smyrna	*Fort Valley
*Hinesville	Sparta	*LaGrange
		*Thompson

On August 18, the Program's co-sponsors met to review the past year's work, and to plan the coming year's program.

Project Director Attends Advanced Symposium -- George Dodson attended the Advanced Symposium I of the Industrial Development Institute on Industrial Financing: Problems and Solutions, August 8-10. The symposium was held at the Oklahoma Center for Continuing Education at the University of Oklahoma at Norman. Mr. Dodson attended in connection with the Certified City Program.

Funds Expended -- The following funds were expended during the period:

Budget	\$30,000.00
Expended during previous periods	17,250.43
Expended during reporting period	5,278.78
Total Expended	22,529.21
Free balance	7,470.79

AGENDA

ANNUAL SPONSORS MEETING GEORGIA CERTIFIED CITY PROGRAM

June 15, 1977

Discussion and Vote on Certification

Discussion and Vote on Certificates of Special Recognition

Discussion of 1977 Certification Awards Presentation

Discussion of Certified City Display for the GMA Annual Meeting

Other Business

June 8, 1977

MEMORANDUM

To: Certified City Program Sponsors
From: George Dodson and Eric Berg
Subject: Recommendations for Certification of Participating Cities

Entries

Twenty-seven (27) cities entered the program during the current year (1976-77). Twenty (20), or 74% of those completed their participation by filling out and returning their questionnaires. Those completing their participation are listed below. Blakely, Cairo, and College Park are due for recertification this year.

Bainbridge	College Park	Morrow
Blakely	Fitzgerald	Thomaston
Bowdon	Folkston	Thomasville
Cairo	Fort Gaines	Tifton
Calhoun	Hawkinsville	Vidalia
Canton	Macon	Vienna
Claxton	Milledgeville	

Twenty (20) cities are in the follow-up program. Six (6) of these are second-year participants. One (1) city is a third-year participant, having received a one-year extension.

Alma (2nd year)	Louisville
Buena Vista	Nashville
Carrollton	Peachtree City (2nd year)
Cordele (3rd year)	Pelham
Dalton (2nd year)	Riverdale
Douglas	Swainsboro (2nd year)
Ellijay	Statesboro
Hartwell	Trion
Lawrenceville (2nd year)	Waycross
Lincolnton (2nd year)	Wrens

Certification

Five (5) cities are recommended for certification, or recertification, at the Municipal Association's annual meeting. Since no city qualified for the Superior Award, all are recommended for certification at the basic award level. However, two cities; Morrow and Thomasville are recommended to remain in the follow-up program to work toward the Superior Award. The five municipalities recommended for certification are:

Alma
Carrollton
Morrow

Pelham
Thomasville

A complete listing of Certified Cities appears as Appendix A.

Alma. This community is winding up its second year in the follow-up program. Deficiencies, which included abandoned automobiles and junkyards, have been removed for certification.

Carrollton. This city's certification was extended for one year while deficiencies preventing certification were corrected. Work having been completed, Carrollton is recommended for certification.

Morrow. This is Morrow's first year in the program. The community has qualified in all required sections for certification and is hereby recommended to be given the Certified Award. It is also recommended that Morrow remain in the program and seek the Superior Award.

Pelham. This is Pelham's first year in the follow-up program. The city overcame deficiencies in Community Appearance and Charter, Codes and Ordinances and is recommended for certification.

Thomasville. This is Thomasville's first year in the program. The city qualified in all required sections for the award and is hereby recommended for the Certified Award. Additionally, Thomasville is recommended to stay in the follow-up program and seek the Superior Award.

Non-Certification

The following cities failed to achieve certification for the reasons specified.

Bainbridge. This is Bainbridge's first year in the program. Deficiencies preventing certification were in Fire Protection (no operating procedures manual), Community Appearance (city streets, street cleaning, weed cutting and an open dump, not in compliance with state regulations.) It is recommended that Bainbridge continue in the follow-up program.

Blakely. This community was certified five years ago and is currently in the program for recertification. The city, however, failed to qualify for recertification at this time because of deficiencies in Economic Development (solicitation procedures), Community Appearance (street cleaning, and open junkyard, and weed cutting). The city is recommended for a one-year extension of certification so these deficiencies may be eliminated.

Bowdon. This is Bowdon's first year in the program. Failure to qualify for certification resulted from deficiencies in Fire Protection (Class 8 fire insurance rating), Transportation (no rail, no bus lines serving) and Travel Accommodations (motels/hotels and restaurants).

Cairo. This community is seeking recertification, having been certified five years ago. Deficiencies in Economic Development, Police Protection, Fire Protection and Community Appearance caused Cairo to fail in achieving certification. Specific areas needing improvement are Economic Development (solicitation procedures), Police Department (operating procedures manual), Fire Department (training), and upgarding of the city's landfill. An extension of Cairo's certification for one year is recommended so these deficiencies can be corrected.

Calhoun. This is Calhoun's first year in the program. Failure to achieve certification is due to the following: Community Appearance (an open dump is operated within the city, streets need cleaning, litter problem citywide). It is recommended that Calhoun remain in the program so that certification can be attained.

Canton. Completing the first year in the program, Canton failed to attain certification due to insufficient data furnished with the questionnaire.

Claxton. This is Claxton's first year in the program. Failure to attain certification is a result of deficiencies in Economic Development (lacking site information and site development), Community Appearance (street cleaning and weed cutting) and Housing (lack of potential). It is recommended that Claxton enter the follow-up program.

College Park. Seeking recertification after five years of certification College Park ranked very high in many areas, but was lacking in: Community Appearance (street cleaning -- considerable litter), Housing (supply more than 10% of residences vacant) and Municipal Administration (part of property taxes are delinquent for over 7 years). Recommend that College Park's certification be extended one year to permit correction of these deficiencies.

Cordele. Cordele is in the third year of follow-up, having been granted a one-year extension. Certification has been withheld pending upgrading of the city's public sewage facilities. However, in light of the problem still existing, no recommendation for certification can be given at this time.

Dalton. In its second year of the follow-up program, Dalton has not satisfactorily met the Department of Natural Resources (EPD) rules and regulations on operation of its water system. Therefore, Dalton is not recommended for certification.

Fitzgerald. This is Fitzgerald's first year of participation. Failure to be certified is due to deficiencies in Community Appearance (many weedy and trashy vacant lots. Litter on many roadways. Downtown in need of a facelift, junkyard needing screening). Fitzgerald is recommended for the follow-up program.

Folkston. This is Folkston's first year in the Certified City Program. Failure to qualify for certification came as a result of deficiencies in Police Protection (lack of a Police Department procedures manual, and need for additional training); Fire Protection (Class 8 insurance rating); and Community Appearance (refuse collection and disposal-operating an open dump, (junkyards/storage areas).

Fort Gaines. In its first year in the program, Fort Gaines failed to qualify for certification due to deficiencies in Economic Development (solicitation procedures); Fire Protection (Number 8 fire insurance classification, no training manual for firemen); Community Appearance (central business district needs renovation, junkyards/storage areas should be screened, streets need more cleaning); Municipal Administration (no budget); Commercial Development (modernity of stores -- need for renewal).

Hawkinsville. Completing its first year in the program, Hawkinsville fails to achieve certification due to deficiencies in Economic Development (solicitation procedures; Police Protection (no Police Department procedures manual); Municipal Administration (no annual budget); Community Appearance (junkyards/storage areas, weed cutting); Commercial Development (modernity of stores); Charter, Codes and Ordinances (no housing code enforcement).

Lawrenceville. This is the second year of follow-up for Lawrenceville. Questionnaire material was submitted over a two-year period which invalidated the response.

Lincolnton. In its second year of the follow-up program, Lincolnton has failed to correct deficiencies which prevent its consideration for certification at this time.

Macon. This is Macon's first year in the program. The city lacked fulfillment of requirements to reach certification in Sanitary Sewage (need to upgrade system) and Community Appearance (junkyards/storage areas and weed cutting). Macon is recommended for the follow-up program. Special recognition is recommended for Macon's economic development program.

Milledgeville. In its first year in the program, Milledgeville failed to attain certification because it did not meet requirements in Sanitary Sewage (need to upgrade present system); Community Appearance (junkyards/storage areas) and Municipal Administration (delinquent taxes). Recommend Milledgeville continue in the follow-up program. Also Milledgeville should be commended for its Certified Cities' organization which supplied the most complete response to the questionnaire.

Peachtree City. Completing the second year of the follow-up program, Peachtree City failed to pass a housing code and as a result cannot be recommended for certification.

Swainsboro. Deficiencies noted previously have not been corrected. Swainsboro cannot be recommended for certification.

Thomaston. Completing its first year in the program, Thomaston failed to attain certified status in the following areas: Economic Development (financing plans); Sewage (plant capacity, lack of EPD permit for one plant, need to upgrade the system to even meet current demand); Municipal Administration (delinquent taxes); City Planning (land-use and thoroughfare plan not adopted by city government). It is recommended that Thomaston remain in the follow-up program and seek certification and possibly the Superior Award. The city should receive special recognition for its promotional brochure entitled Thomaston/Upson County/Georgia

Appendix A

GEORGIA CERTIFIED CITIES 1965-1976

<u>City</u>	<u>Year Certified</u>	<u>1970 Census Population</u>
Americus	1976	16,091
Barnesville	1976	4,935
Blakely	1972	5,267
Butler	1976	1,589
Brunswick (Decertified 1974)	1968	19,585
Cairo ^{1/}	1967	8,061
Carrollton	1971	13,520
Cartersville	1975	9,929
Cedartown	1973	9,253
College Park	1972	18,203
Conyers	1976	4,890
Decatur ^{1/}	1967	21,943
Donalsonville	1976	2,907
Douglasville	1975	5,472
Forest Park	1976	19,944
Fort Valley	1973	9,251
Gainesville ^{3/}	1966	15,459
Hapeville	1974	9,567
Hinesville	1972	4,115
Jesup	1974	9,091
LaFayette ^{5/}	1969	6,044
LaGrange ^{3/}	1968	23,301
Lavonia ^{4/}	1968	2,044
Madison	1974	2,890
Manchester	1976	4,779
Marietta ^{3/} (Silver Award 1975)	1968	27,216
Metter	1976	2,912
Monroe ^{4/}	1969	8,071
Moultrie	1974	14,302
Montezuma ^{6/}	1970	4,125
Newnan ^{2/} (Silver Award 1975)	1965	11,205
Perry	1975	7,771
Rockmart	1976	3,857
Rome ^{3/}	1968	30,759
Rossville ^{4/}	1968	3,869
Sylvania ^{4/}	1968	3,199
Thomson	1973	6,503

Georgia Certified Cities 1965-1976

Page 2

<u>City</u>	<u>Year Certified</u>	<u>1970 Census Population</u>
Toccoa	1974	6,971
Valdosta ^{4/}	1968	32,303
Warner Robins	1975	33,491
West Point	1976	4,232

- 1/ Recertified 1972
- 2/ Recertified 1970
- 3/ Recertified 1973
- 4/ Recertified 1974
- 5/ Recertified 1975
- 6/ Recertified 1976

Average City Population
Size: 10,949

ECONOMIC DEVELOPMENT TECHNICAL ASSISTANCE PROJECT
TO STIMULATE COMMUNITY IMPROVEMENT

Final Report

Prepared By

Robert B. Cassell and Winfred G. Dodson

*The activity described in this report was largely funded by a grant
from the Coastal Plains Regional Commission #10640038*

GEORGIA INSTITUTE OF TECHNOLOGY

ENGINEERING EXPERIMENT STATION
Technology & Development Laboratory
Economic Development Division
Atlanta, Georgia 30332

March 1978

FINAL REPORT

COASTAL PLAINS REGIONAL COMMISSION

Grant #10640038

June 1976 - February 1978

Introduction

This report covers the work performed under the subject grant which was made by the Coastal Plains Regional Commission to the Georgia Tech Engineering Experiment Station through the Economic Development Laboratory, and its successor the Technology and Development Laboratory.

The grant was authorized to fund an "Economic Development Technical Assistance Project to Stimulate Community Improvement." These funds were intended to provide partial support for the Economic Development Division to work in conjunction with public and private agencies in Georgia and the respective Local Development Districts (LDD) in order to examine the capabilities, resources and needs of cities in the Coastal Plains region of Georgia.

As specified in the subject grant, expanded support was to be provided by extending assistance to a minimum of 15 cities in the Georgia Certified Cities Program. This effort was designed primarily to enable the designated cities, which possessed unrealized potential for economic growth, to create action programs for improvement. These plans were to be designed by local leaders with specific guidance from professionals in the field of community development.

In undertaking this effort, it was anticipated that direction would be offered for future action which needed to be undertaken, generally in organizational structure or to expand public facilities. This approach, furthermore, would assist the subject communities to sharpen the focus of their needs where specific assistance from the LDDs might be required.

As indicated in the preceding five quarterly progress reports, we have provided insight into the identification of obstacles to economic growth existing in specific communities in the Coastal Plains region of Georgia.

Furthermore, we undertook the development of programs to correct or to ameliorate those defects in cooperation with staff support from the respective Local Development Districts.

Participating Communities

A total of 34 cities in the Coastal Plains region of Georgia participated in the first-year activity of the Certified City Program during the grant period. All of these possess the essential ingredients required for entry into the program. Involved as first-year cities were the following communities:

Ashburn	Folkston	Milledgeville
Athens	Forsyth	Morrow
Bainbridge	Fort Gaines	Sandersville
Blakely	Fort Valley	Smyrna
Cairo	Hawkinsville	Sparta
Claxton	Hinesville	Thomaston
College Park	Jesup	Thomasville
Covington	LaGrange	Thomson
Decatur	Lithonia	Tifton
Eatonton	Macon	Vidalia
Fitzgerald	McDonough	Vienna
		Waynesboro

In addition, 16 cities from the Coastal Plains region were participants in the Follow-Up phase of the Certified City Program during the grant period. Most of the communities were involved in correcting deficiencies which had been identified in the first-year program. These cities include:

Alma	Hartwell	Pelham
Buena Vista	Lincolnton	Riverdale
Carrollton	Louisville	Statesboro
Cordele	Nashville	Swainsboro
Douglas	Peachtree City	Waycross
		Wrens

Most importantly, 15 cities from this same region received certification at some time during the grant period. (Two of these were first-year entrants, and three were in the current Follow-Up phase). Certified were:

Alma	Conyers	Montezuma
Americus	Donalsonville	Morrow
Barnesville	Forest Park	Pelham
Butler	Manchester	Thomasville
Carrollton	Metter	West Point

Evaluation of Results

The Georgia Certified City Program has several objectives. The major ones are:

1. Facilitating the successful execution of Georgia's economic development program.
2. Motivating communities to improve themselves and to achieve the recognition that comes with certification.
3. Increasing the community's economic growth potential through civic improvement.
4. Providing guidance for community improvement and economic growth.

Actual accomplishment of the first objective depends upon effective results achieved in the other three stated objectives.

Motivation

While motivation is not always easy to determine and to measure, especially in persuading the leadership of a community to undertake action, such evaluation is possible through the Certified City Program. Major obstacles are apathy and misdirected efforts.

Program participation by most communities has involved community leadership which has diligently worked toward certification whether or not it was achieved. These leaders were, and are, genuinely interested in improving their communities. Among striking action taken by various communities were approaches used by Alma and by Smyrna. In the case of Alma, certified in the Follow-Up phase, a full-page advertisement was placed in the local newspaper to enlist community support in helping remove certain deficiencies. Smyrna issued automobile bumper stickers with the logo "Help Smyrna Become A Certified City."

Most cities which were not certified on the first attempt remained in the program to work at eliminating many of their deficiencies; such accomplishments attest to the extent of commitment and successful attainment of the motivation objective. Further demonstration of the program's long-range effects can be seen in the achievement of certification by most of the candidate communities through the Follow-Up phase. Specific deficiencies which were identified and which require correction in this activity are cited in Appendix I (discussed below).

A somewhat lesser degree of motivation is evidenced by municipalities which remained in the program through two years of the Follow-Up phase, doing little or nothing to eliminate their deficiencies other than "jawboning" or trying to talk their way into certification.

Finally, some motivation can be detected in those cases where a strict desire to obtain certification for its sake alone, with little regard for community improvement. Cities in this category usually drop out of the program when they fail to become certified in the initial years. This is an

easier solution than staying in and working at eliminating deficiencies through a follow-up program.

Growth Potential

Increasing the community's growth potential through civic improvement can be measured more easily than can community motivation. Growth potential largely reflects the readiness, or ability, of a community's infrastructure to accommodate growth. Along with infrastructure improvements, the city's physical appearance is significant, since appearance deficiencies usually result from the run-down condition of some infrastructure element. Infrastructure improvements as a segment of needed improvements or changes required for certification can be used as a measurement of improvement in growth potential.

Very few of the Coastal Plains cities attaining certification achieved this status without entering the Follow-Up phase of the program. In this context, although they initially failed certification, they did achieve the coveted certification because each community overcame identified deficiencies. In qualifying, each participant city improved its infrastructure situation and its growth potential.

Guidance

Another objective of the program is to provide guidance for community improvement and economic growth. The Annual Activity Matrix, attached as Appendix II, indicates the extent of staff activity devoted to this aspect of the program. In every instance in which a city is involved in the Follow-Up phase, Georgia Tech staff personnel are involved with the community leadership, providing needed technical assistance.

In each case where the community deficiencies prevented certification, a letter outlining the defects and recommending specific courses of action was transmitted to community officials. This report was then followed up by the field office staffs of the sponsor and co-sponsors.

Problems Identified

Specific problems have been identified in a number of towns and cities in the Coastal Plains region. Details of these, taken directly from the analysis performed in the Certified City program, are cited in Appendix I to this report. The more significant of these deficiencies fall into three categories.

The lack of a viable on-going economic development program comprehensive enough to include provisions for industrial land development and practical industrial financing plans (for both new and expanding facilities) constitutes one aspect. In a number of cases, the local leadership has not defined program objectives clearly so that the techniques for implementing these desired goals are obvious.

A second group of deficiencies is highlighted by weaknesses in the infrastructure. Inadequate water systems, sewer systems unable to accommodate additional loads, or inadequate protective services, either in fire or police functions, surface quite frequently.

The third major class of defects comes within the community appearance category. It is often very difficult to persuade local leaders to back off and to look at their community with the perspective of an investor who is a stranger to the community. However, if this point of view can be accommodated, the physical defects in business and residential areas become apparent. Then the leadership may be receptive to instigating improvement programs.

Potential for Expansion and Application

Major accomplishments from the program are cumulative in their effect. Many community leaders are motivated to action through the process of examining their own situations in the light of an impartial set of standards. Often, they discover obvious as well as some obscure weaknesses. Considerable data is collected in the process, which can be utilized for further attacks on the defects which are revealed.

Successful economic development in the Coastal Plains region depends in large part on the ability of the individual communities to accommodate growth. No amount of research and economic inducement alone will attract new and expanded enterprise unless the cities and towns, which will actually support and benefit from that growth, are ready and offer the type of environment that makes people want to live there. To this end, the following multi-phase program is proposed.

While the Certified City program offers a system for testing a community's economic development program, those responsible for formulating and executing the local development effort need periodic assistance or guidance in defining objectives and evaluating the development program. An initial ingredient ought to be a confidential annual review of a community's development program with those persons responsible for its implementation. This review could examine the work program in the light of local objectives and accomplishments achieved in the past year.

Policy formulation in areas such as the financing of new or expanding enterprise or the identification and development of industrial parks would be encouraged. The result would be a program of work revised to guide local efforts during the coming year. During that year, there would be periodic visits to the community by professional development specialists to assess if the program is on schedule and to render additional assistance, if necessary.

Another program element would involve utilization of a computerized industrial location model to determine the most feasible industry possibilities for the Georgia Coastal Plains area in order to provide a basis for more selective industrial solicitation. Naturally, the selection of these target industries would be attuned to area-wide objectives.

Following up on this target selection process, the local development program would be closely attuned to efforts of state and area developmental organizations. The results of this activity could easily become one of the inputs into the community's annual work program review.

A final aspect would involve application of the Certified City questionnaire after a five-year lapse to determine the status of the various infrastructure elements relative to current needs and potential. This periodic inventory could provide a measure of how community readiness and livability are improving.

These program phases, expanded from the Certified City program, would facilitate growth and development of those communities which outside professionals could determine merit such assistance. Delivery of the program would be carried out by development personnel from the Commission, local development districts (LDDs) and the Georgia Tech staff.

Summary

As has been demonstrated in this report, considerable positive results have been realized in numerous communities through conduct of the Georgia Certified City program with the financial support from the Coastal Plains Regional Commission. A number of cities have been certified, and others have been given specific direction as to weaknesses which must be overcome.

However, candor requires that some limitations also be mentioned. In the absence of continued and intensive professional guidance and counseling,

some of the community official public and informal private leaders are unable to mount effective programs to overcome the obstacles. In certain cases, this condition results from lack of information as to sources of financial and technical help; in others, there are no individuals in the community able to assume responsibility for following through, either because of time restrictions or absence of local financial support.

It would appear that a systematic process for making available technical expertise available on a continuing basis would enable more communities to make consistent progress. A process for harnessing the talents and resources available in the staffs of the LDDs together with the field office extension service of EDD is recommended as a procedure to support local development efforts and to obtain maximum benefits from the efforts undertaken to date.

APPENDIX I

COASTAL PLAINS REGIONAL COMMISSION CITIES

IN THE CERTIFIED CITY PROGRAM 1976-77

- I. These first-year cities failed to achieve certification due to deficiencies listed below.

Bainbridge

1. Fire Protection
 - a. Lack of fire department operating procedures manual.
2. Community Appearance
 - a. Considerable litter along city streets which should be cleaned up, and a continuing anti-litter program established.
 - b. An inadequately closed dump out of compliance with regulations of the Environmental Protection Division, Georgia Department of Natural Resources.
 - c. The city does not enforce the municipal ordinance requiring regular cutting of weeds and grass by property owners; as a result, many weedy, trashy lots are in evidence.
3. Streets
 - a. Less than 60% of the street intersections had name signs.

Claxton

1. Economic Development
 - a. Industrial site documentation was incomplete; the so-called site lacks utilities.
2. Community Appearance
 - a. Visual inspection by outside team indicated a need to enforce the city's weed-cutting ordinance. Several cases of abandoned appliances and other debris were noted.

Fitzgerald

1. Community Appearance
 - a. Central business district needs revitalization.
 - b. Unsightly storage areas within the city should be eliminated or screened from view.
 - c. The city has a litter problem citywide.
 - d. Numerous weedy, trashy lots indicate the lack of municipal enforcement of the weed-cutting ordinance.

Folkston

1. Police Protection/Traffic Enforcement
 - a. The city has no operating procedures manual for the police department.
 - b. Continual training of the police officers is needed to provide for upgrading as well as basic instruction.
 - c. The city needs to examine the pedestrian crosswalk situation and to repaint where necessary.
2. Fire Protection
 - a. Class 8 fire insurance rating indicates that problems exist within the Folkston fire department which are a definite detriment to economic development.
3. Community Appearance
 - a. Folkston has operated an open disposal area in violation of regulations of the Environmental Protection Division, Georgia Department of Natural Resources.
 - b. Several unsightly storage areas in the city should be eliminated or screened from view.
4. Streets
 - a. Throughout the city there is a lack of easily identifiable street name signs.
5. City Planning
 - a. Failure in this section resulted from the city having no landuse and major thoroughfare plans.

Fort Gaines

1. Economic Development
 - a. Lack of published information on industrial sites.
 - b. Economic brochures were outdated.
 - c. Industrial prospect solicitation efforts must be broadened to include the wealth of assistance available from Georgia agencies.
2. Sanitary Sewerage
 - a. Outdoor toilets still exist within the city limits.
 - b. The city's sewage treatment plant does not have a discharge permit from the Water Quality Control Section, Environmental Protection Division, Georgia Department of Natural Resources.
3. Police Protection/Traffic Enforcement
 - a. Lack of clearly visible pedestrian crosswalks was considered a deficiency.
4. Fire Protection
 - a. The city's Class 8 fire insurance rating indicates a need to upgrade fire fighting capabilities.
5. Community Appearance
 - a. Several unsightly storage conditions exist that should be eliminated or screened from view.
 - b. Many abandoned auto hulks were noted throughout the city.
 - c. City streets show no evidence of having been cleaned of debris and litter.
6. Commercial Development
 - a. An extremely rundown central business district was cause for failure in this section.

Hawkinsville

1. Economic Development
 - a. Lack of information on the city controlled industrial site.

Hawkinsville (continued)

1. Economic Development (continuation)
 - b. No information was offered in the form of an economic brochure for firms interested in locating in the area.
2. Police Protection/Traffic Enforcement
 - a. The police department does not have an operating procedures manual.
3. Community Appearance
 - a. Litter was noted throughout the city.
 - b. Junkyards visible from major thoroughfares should be removed or screened from view.
 - c. The city ordinance requiring regular cutting of grass and weeds is not being enforced.
4. Municipal Administration
 - a. Lack of an annual budget is the reason for failure in this section. Good municipal management, typified by an annual budget, is an inducement to industry to locate in a community.
5. Charter, Codes, and Ordinances
 - a. Although the city has a housing ordinance, there is no inspector to enforce it. A visual inspection of the city indicated a total lack of enforcement.

Macon

1. Sanitary Sewerage
 - a. The city's wastewater treatment plants are unable to operate at design efficiency or to meet secondary treatment standards established by the Water Quality Control Section, Environmental Protection Division, Georgia Department of Natural Resources.
2. Community Appearance
 - a. Junkyards and other unsightly storage areas visible from the major thoroughfares need to be removed or screened from view.

Macon (continued)

2. b. The weed-cutting ordinance is not being enforced by the municipality as evidenced by many weedy, trashy lots.

Milledgeville

1. Sanitary Sewerage
 - a. The city-utilized (state-owned) wastewater treatment facilities fail to meet secondary treatment standards established by the Water Quality Control Section, Environmental Protection Division, Georgia Department of Natural Resources.
2. Community Appearance
 - a. Junkyards and other unsightly storage areas visible from major thoroughfares resulted in failure to pass this section.
3. Municipal Administration
 - a. The city's report that 8% of delinquent taxes were outstanding for more than seven years shows poor management. Efforts should be made to collect delinquent taxes, or they should be written off.

Thomaston

1. Sanitary Sewerage
 - a. The system has insufficient wastewater treatment capacity and lack of approval by the Water Quality Control Section, Environmental Protection Division, Georgia Department of Natural Resources.
2. Municipal Administration
 - a. Delinquent taxes which are now carried on the books for over seven years should be collected or written off.
3. City Planning
 - a. The city government has not adopted landuse and major thoroughfare plans.

Tifton

1. Community Appearance
 - a. The city fails to meet requirements for solid waste disposal, as required by the Environmental Protection Division, Georgia Department of Natural Resources.
 - b. Unsightly storage conditions existing in prominent locations should be cleaned up and/or screened from view.
2. Municipal Administration
 - a. The city's management practices were questioned when it reported that the lowest collection of current property tax levy in the last five years was less than 90%.

Vidalia

1. Community Appearance
 - a. The city failed to meet requirements for solid waste disposal, as required by the Environmental Protection Division, Georgia Department of Natural Resources.
 - b. Litter problems, especially on major approaches to the city, need to be eliminated.
 - c. Numerous weedy vacant lots, many with abandoned appliances or auto hulks, detract from the city's appearance and need corrective action.

Vienna

1. Economic Development
 - a. Industrial solicitation efforts are hindered by a lack of adequate information on available labor.
 - b. No information was supplied as to the city's solicitation procedures; it appears that individuals promoting economic development need to step up their efforts through direct contact, telephone calls, and direct mail campaigns.

Vienna (continued)

2. Police Protection/Traffic Enforcement
 - a. Lack of crosswalks properly marked.
3. Fire Protection
 - a. Class 8 fire insurance rating indicates a need for improvement in Vienna's fire protection capabilities.
4. Community Appearance
 - a. Street cleaning, especially in residential areas, is needed as evidenced by litter and debris in and alongside city streets.
 - b. The municipality's weed-cutting ordinance is not fully enforced as evidenced by several weedy, trashy lots.
5. Housing
 - a. Vienna indicated inability to accommodate an influx of new personnel which new industry would bring. There is a lack of builders able to meet a projected demand for 25 new homes.

These cities participated in various phases of the Follow-Up program, including several which were up for recertification. Deficiencies are listed for each.

Blakely

Seeking recertification after five years, this city failed due to the following deficiencies.

1. Economic Development
 - a. A broader program to solicit industrial prospects should be developed.
2. Community Appearance
 - a. Central business district needs an on-going street cleaning program.
 - b. An unscreened junkyard indicates lack of enforcement of the city's junkyard ordinance.
 - c. No apparent enforcement of the city's weed-cutting ordinance is evidenced by the many weedy, trashy lots within the city.

Buena Vista

A first-year follow-up city, Buena Vista did not submit complete information requested for the Certified City Questionnaire.

Cairo

Seeking recertification after five years, Cairo failed due to deficiencies in four sections.

1. Economic Development
 - a. Solicitation procedures should be strengthened to provide more prospective industry contacts.
2. Police/Traffic Enforcement
 - a. The police department lacks an operating procedures manual.
3. Fire Protection
 - a. Fire department lacks an operating procedures manual.
4. Community Appearance
 - a. Within the city limits, the municipality was operating an inadequately closed disposal site in violation of regulations of the Environmental Protection Division, Georgia Department of Natural Resources.

College Park

Seeking recertification after five years, College Park rated well in most areas but failed in two of the nineteen sections.

1. Community Appearance
 - a. An excessive amount of litter on city streets was one cause for failure to achieve recertification.
2. Municipal Administration
 - a. Some outstanding taxes were listed as being delinquent for more than seven years. Good management practice dictates a greater attempt to collect these taxes or to write them off.

Cordele

In its third year in the follow-up program, having been granted a one-year extension, Cordele failed to carry out waste water treatment plant and system improvements as required by the Water Quality Control Section, Environmental Protection Division, Georgia Department of Natural Resources.

Douglas

A first-year follow-up participant, Douglas needs to correct several deficiencies.

1. Community Appearance
 - a. Junkyards are unscreened within the city limits.
 - b. Weedy vacant lots were noted throughout the city.
 - c. The downtown is in need of a paint-up, fix-up program.

Other problem areas for Douglas exist in municipal and utilities operations and housing code enforcement.

Lincolnton

Lincolnton, in the second year of the Follow-Up phase, is working to correct deficiencies in the following areas:

1. Economic Development
 - a. Inadequate data on community's economic resources.
2. Fire Protection
 - a. Need to upgrade training of firefighters.
 - b. Class 8 insurance rating indicates a need for improved departmental services.
 - c. Fire department has no operating procedures manual.
3. Sewerage
 - a. System is under construction and not certified.
4. Community Appearance
 - a. City operates an open landfill in violation of solid waste regulations of the Environmental Protection Division, Georgia Department of Natural Resources.
5. Municipal Administration
 - a. Annual budget does not take into account either capital expenditures or debt service.
6. Charters, Codes and Ordinances
 - a. No housing or building code has been adopted by municipal government.

Lincolnton (continued)

7. City Planning
 - a. Municipality operates without a zoning ordinance and without a planning commission.
 - b. No major land-use or thoroughfare plans have been adopted.
 - c. Municipality has not adopted any subdivision regulations.

Louisville

A first-year follow-up city, Louisville has several defective areas.

1. Community Appearance
 - a. Operation of a solid waste landfill is not in compliance with regulations of the Environmental Protection Division, Georgia Department of Natural Resources.
2. Streets
 - a. Only 25 percent of street intersections are clearly marked.
3. Housing
 - a. A high percentage of substandard housing needs to be overcome.

Nashville

Corrections of deficiencies are needed in four areas before Nashville can be certified.

1. Economic Development
 - a. The municipality has no industrial site with which to promote industrial development.
2. Community Appearance
 - a. The city has a litter problem throughout its jurisdiction.
 - b. Junkyards should be eliminated or screened from view.
 - c. Rough, poorly paved streets detract from the appearance of the city.

Nashville (continued)

3. Municipal Administration
 - a. The municipality's budget fails to make provision for capital expenditures.
4. Housing
 - a. Data on housing indicate that the city's housing development potential is quite low.

Peachtree City

Now in its second year of the Follow-Up phase, this city has failed to adopt a housing code; as a result, it cannot be recommended for certification.

Riverdale

A junkyard problem in the center of the city has prevented Riverdale from achieving certification. During the first year of follow-up, the city attempted to correct this situation but has been hindered by the problem of absentee ownership.

Statesboro

A first-year Follow-Up city, Statesboro has failed to submit complete data which would permit grading of this municipality's entry.

Swainsboro

Now in its second year of the Follow-Up phase, Swainsboro has numerous junkyards and other unsightly conditions. Also, a number of street intersections have no identification markers.

Waycross

A first-year Follow-Up city, Waycross has several deficient areas to correct.

1. Community Appearance
 - a. Insufficient street cleaning is obvious throughout.
 - b. Lack of enforcement by the city of its weed-cutting ordinance is evident.
 - c. Junkyards visible from major thoroughfares detract from the community appearance and should be cleaned up and/or screened.
 - d. Numerous abandoned autos were observed on private properties.

Waycross (continued)

2. Municipal Administration
 - a. There is no annual report on municipal operations made to the public through the paper or by other means.
3. Streets
 - a. Only 44% of the city streets are paved.
 - b. Approximately 50% of intersections are without street name signs.
4. Charter, Codes and Ordinances
 - a. The city charter needs a review -- one has not been conducted for over 10 years.

Wrens

Several deficient areas must be corrected by Wrens, a first-year follow-up city.

1. Police and Traffic Enforcement
 - a. The city needs to increase its percentage of trained policemen from 14 to at least 50.
 - b. The police department should have an operating procedures manual.
2. Fire Protection
 - a. The fire department needs to develop a procedures manual.
3. Community Appearance
 - a. One junkyard within the city limits should be cleaned up or screened from view.
4. Housing
 - a. Lack of information on housing availability and housing development potential constitutes a deficiency.
5. Charter, Codes, and Ordinances
 - a. The city charter has not been reviewed in over 10 years.
 - b. The city housing code is not enforced.
6. Planning
 - a. No planning program has been undertaken by the city.

ANNUAL ACTIVITY MATRIX FOR GEORGIA COMMUNITY DEVELOPMENT PROGRAMS

SPONSOR ORGANIZATION
AND/OR PROGRAM

PROGRAM YEAR

	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUNE	JULY	AUG.	SEPT.
DEPARTMENT OF COMMUNITY AFFAIRS; PROJECT COMPETITION PROGRAM	GOVERNORS INVITATION TO ALL CITIES. COMMUNITY PRESENTATION. CITY RESOLUTION TO ENTER. ENTRY SUBMITTED.		COMMUNITY ORIENTATION MEETING STEERING COMMITTEE FORMED. PUBLICITY PROGRAM INITIATED. ATTITUDE SURVEY.			SURVEY CARRIED OUT AND RESULTS PUBLISHED. COMMUNITY MEETING HELD. SCRAPBOOK DELIVERED. PROJECT SELECTED. PROJECT ENTRY SUBMITTED. WORK PROGRAM ORGANIZED. C.B. STAFF ASSISTANCE. SCRAPBOOK SUBMITTED.					SCRAPBOOK AWARDS JUDGING. BANQUET JUDGES & PRESENTATION. VISIT FINALISTS.	
ALL STAR PROGRAM	SAME AS ABOVE -----		SAME AS ABOVE EXCEPT SUB-COMMITTEE FORMED TO STUDY AND REPORT ON STANDARDS. DETERMINE DEFICIENCIES. DOCUMENTATION GATHERED. TRIAL ATTITUDE SURVEY CARRIED OUT.			SAME AS ABOVE EXCEPT STEERING COMMITTEE SELECTS ONE OR MORE CATEGORIES TO COMPLETE ALL STANDARDS REQUIREMENTS AND NOTIFIED CB STAFF.					DOCUMENTATION REVIEWED BY JUDGING PANEL.	SAME AS ABOVE.
GEORGIA CERTIFIED CITY PROGRAM												STAFF PARTICIPATES IN VISUAL APPRAISALS (I.E. PREINSPCTIONS) OF CERTIFIED CITY PROGRAM COMMUNITIES TO BE INSPECTED NEXT SPRING.
GEORGIA MUNICIPAL ASSOCIATION												STAFF PARTICIPATES IN VISUAL APPRAISALS OF CERTIFIED CITY PROGRAM COMMUNITIES TO BE INSPECTED NEXT SPRING. (I.E. PREINSPCTIONS).
												-----STAFF PROVIDES YEAR-ROUND PUBLICITY FOR CERTIFIED CITY THROUGH <u>URBAN GEORGIA</u> MAGAZINE AND THROUGH ANNUAL MEETING.
GEORGIA POWER COMPANY COMMUNITY DEVELOPMENT DEPARTMENT								STAFF CONTACTS POTENTIAL NEW COMMUNITY PARTICIPANTS AND RESULTS INTO PROGRAM.		STAFF DIRECTS AND CONDUCTS VISUAL APPRAISALS (PREINSPCTIONS OF COMMUNITIES TO BE INSPECTED NEXT SPRING. ADVISES COMMUNITY ON NEEDED APPEARANCE IMPROVEMENTS.		
												-----PROVIDES ASSISTANCE THROUGH PROVISION OF AWARD PLAQUES, CERTIFICATES, DISPLAYS, ROADSIDE SIGNS-----
												-----STAFF WORKS WITH FIRST YEAR AND FOLLOW-UP CITIES. COORDINATES ACTIVITIES WITH CO-SPONSORS-----
GEORGIA TECH PUBLIC TECHNOLOGY GROUP, AREA OFFICE STAFF	STAFF REVIEWS, REVISES, PRINTS, AND DISTRIBUTES CERTIFIED CITY QUESTIONNAIRE (CIVIC PROGRESS STANDARDS) TO PARTICIPATING CITIES. CONSULTS WITH CO-SPONSORS ON REVISION.							ALL QUESTIONNAIRES DUE IN FOR GRADING BY STAFF. FOLLOW-UP INFORMATION OBTAINED AS NECESSARY. GRADING COMPLETED. SPONSORS VOTE ON CERTIFICATION RECOMMENDATION. COMMUNITIES NOTIFIED OF RESULTS.				STAFF ADVISES CITIES FAILING CERTIFICATION ABOUT DEFICIENCIES TO OVERCOME.
								ON-SITE INSPECTIONS CARRIED OUT BY STAFF INCLUDING BOTH FIRST-YEAR AND FOLLOW-UP CITIES.				FOLLOW-UP PROGRAM BEGINS. CITIES OVERCOMING DEFICIENCIES BY 8/31 CAN QUALIFY FOR CERTIFICATION AWARD ON 9/15.
												WRITING AND DISTRIBUTION OF EVALUATION REPORTS.

ATLANTA AND AREA OFFICE STAFFS PROVIDE ASSISTANCE TO COMMUNITIES IN ALL PHASES OF THE PROGRAM AS NEEDED. INCLUDES